



Desktop Group



Group Meeting

February 26, 1996

Agenda

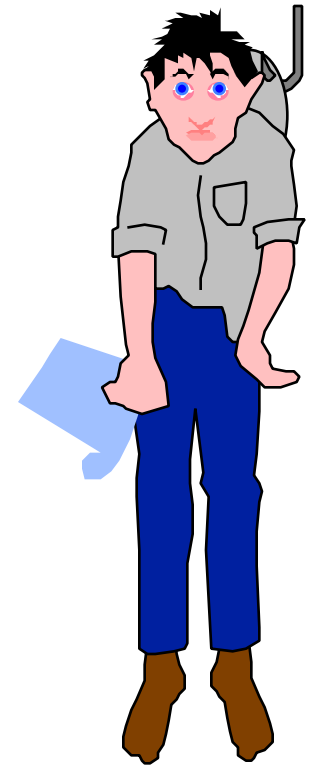


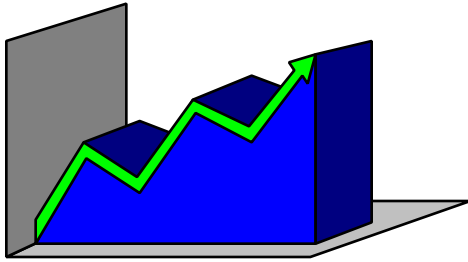
- Introductions
- Short Topics
- Safety Briefing - Mike (Our ES&H Rep)
- SDWT Revisited
- Questions and Answers

Introductions

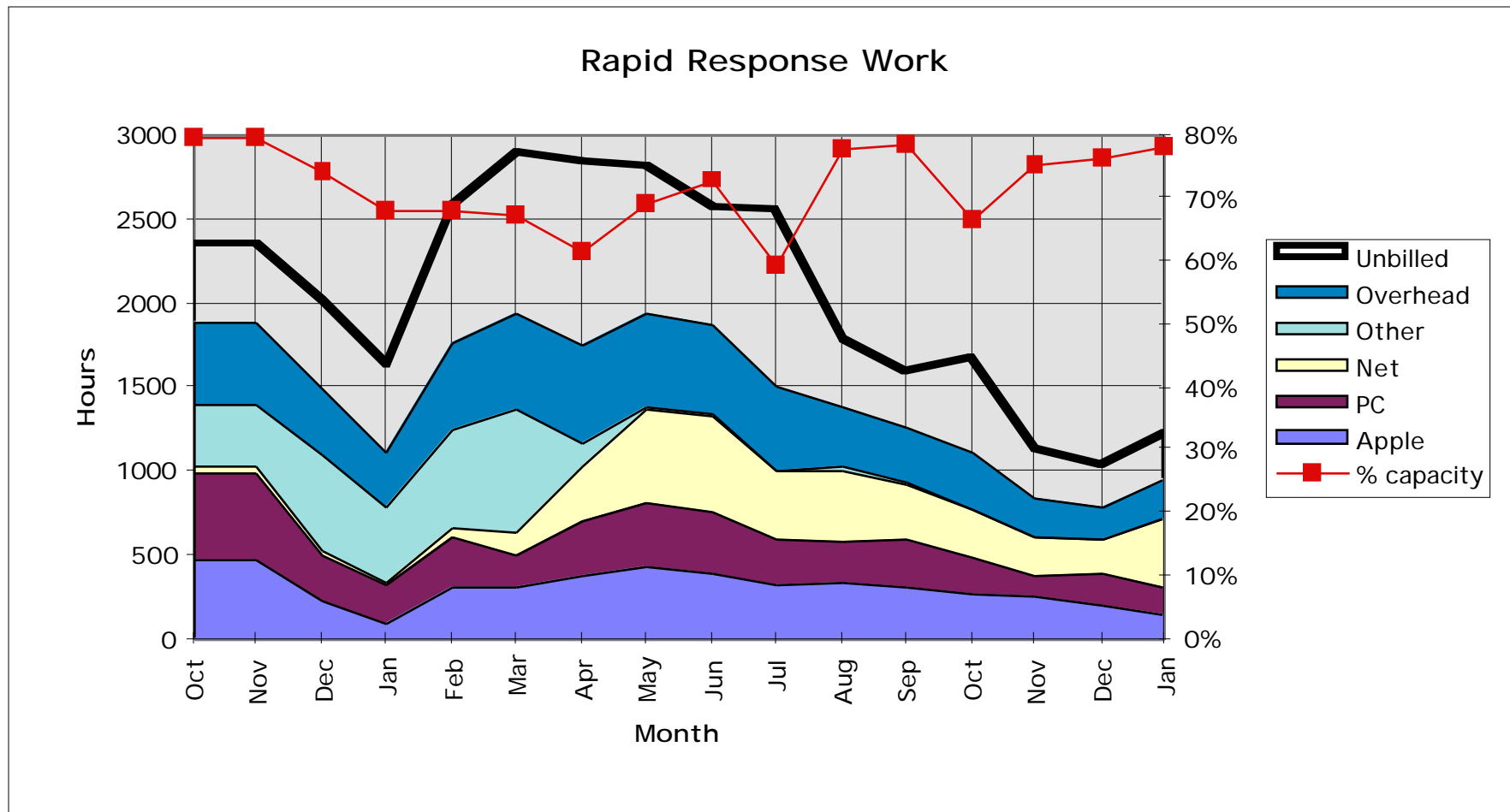


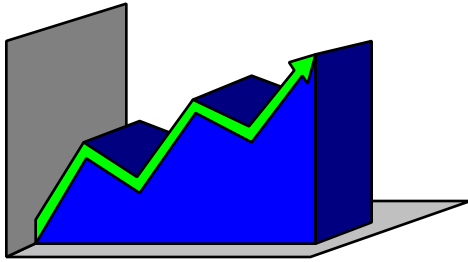
■ Pam Trexler - NIS-7/8 Support



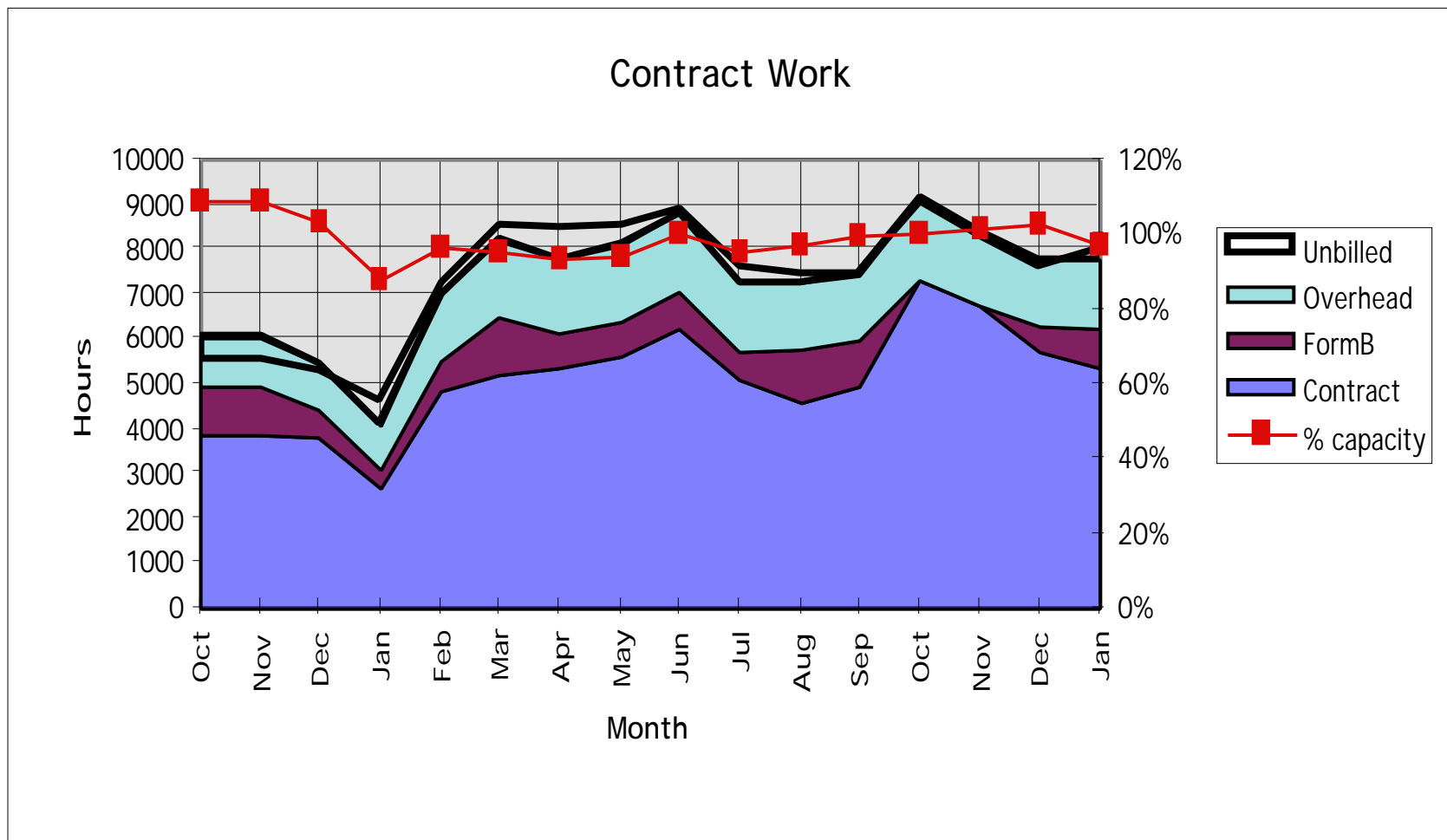


Short Topics: Capacity



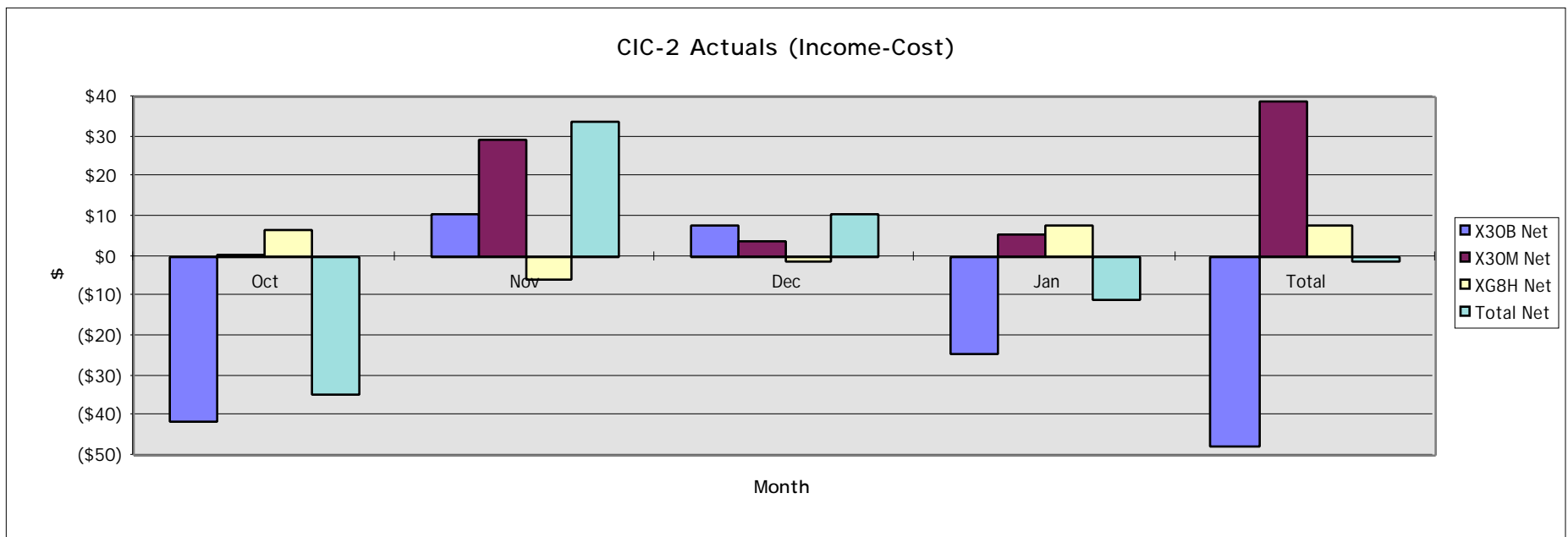


Short Topic: Capacity





Short Topic: Budget



■ Bottom Line:

We're squeaking by!

Safety Briefing



Mike Potter

CIC-2 ES&H Representative

Three Recent Very Serious Accidents

- ***Fatality*** (December 20, 1994)
 - PTLA employee accidentally loads live ammunition into his duty weapon during simulation exercise and fires a burst of live ammunition at the victim
- ***Near-Fatality*** (November 22, 1995)
 - ESA employee accidentally drives forklift wheels over edge of building apron, toppling forklift down slope, pinning his neck underneath the overhead guard
- ***Near-Fatality*** (January 17, 1996)
 - JCI laborer receives severe shock when he jackhammered into 13.2 kV line during excavation operation in building basement

Common Causes of the Three Accidents

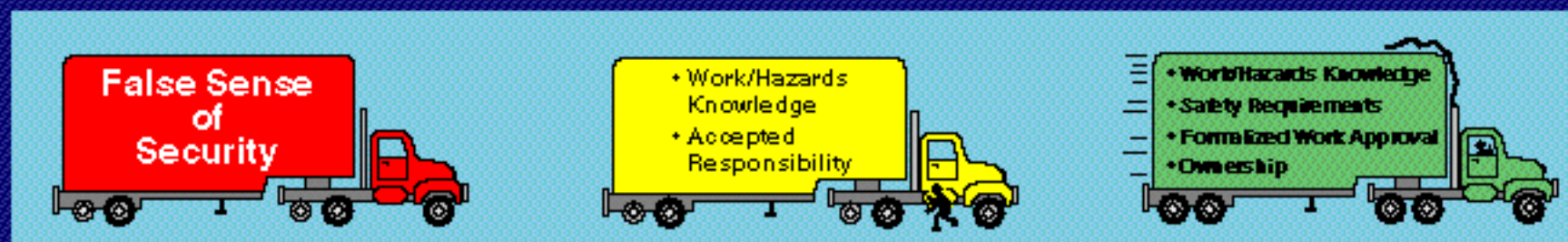
- **Inadequate work controls and job planning**
- **Inadequate hazard identification**
- **Dispersed ESH responsibilities**
- **Poorly defined ownership of people, space, and equipment**
- **Inadequate Los Alamos safety programs**
- **Inadequate subcontracting policies and practices**
(JCI, PTLA, etc.)

AUTHORIZING WORK - The Challenge to Change *BEHAVIOR*

AS IS
Process/Paper Signed Based

MISSING
Thinking Based

NECESSARY
Thinking/Process Based



AUTHORIZING WORK - The Challenge to Change **BEHAVIOR**

"Applicable to ALL PERSONNEL Directing/Performing Work at Los Alamos"

AS IS Process Based

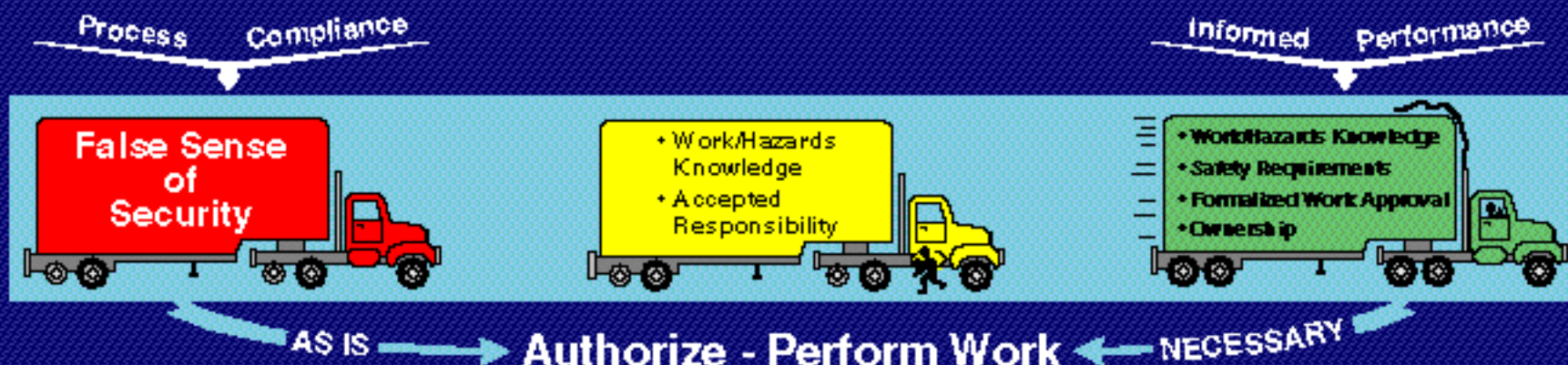
- Has ESH-xx signed?
- Has BUS-yy signed?
- Has FSS-zz signed?
- Has permit aa been signed?
- Has form bb been signed?
- etc., etc.?

MISSING Thinking Based

- Do I understand the work?
- Do I understand the hazards?
- Do I have confidence in the controls?
- Have I appropriately informed others of the hazards and controls?
- Is the risk acceptable to me?
- Do I accept responsibility for the safety of the work?

NECESSARY Thinking/Process Based

- Do I understand the work?
- Do I understand the hazards?
- ***Do I understand the safety requirements?***
- Do I have confidence in the controls?
- Have I appropriately informed others of the hazards and controls?
- Is the risk acceptable to me?
- Do I accept responsibility for the safety of the work?
- ***Is the authorization to do the work appropriately formalized?***



Operational Priorities

Standards

- (a) Awareness – Priority of Safety
- (b) Ownership & Responsibility
- (c) Accountability

Authorization Basis

Facility Management

1. Accelerate Facilities Management Model (b)
2. Enforce Work Control (b)
3. Modify Contracts (b)

Safety Management Systems

1. Define Workplace Boundaries (b)
2. Management Walkaround (a & b)
3. Mentors and Reviews (a)

Awareness and Accountability

1. Cascading Message (a)
2. Safety Reviews (a)
3. Publicize Accidents (a)
4. Accountability Matrix (c)
5. Publicize Disciplinary Actions (c)

SDWT Revisited



- Mike Potter started the Group on this perpetual journey in the summer of 1994.
- Why
 - Engender greater sense of ownership in the product. (more control of process from start to finish)
 - Improve customer service
 - Eliminate redundant oversight of production



SDWT Revisited cont.



- SDWT teams are often built around the production of a single product or service, and the whole team is responsible for the outcome.*

* Much of this material provided by “Readiness Checklist for Independent Work Teams at LANL”

- Marjorie Jannotta, Ph.D. HR T&D

SDWT Principles



- Clear goals and expectations from management (or with management).
- Ability of team to assume, and management to relinquish, daily decision making.
- Team knowledge of how to
 - Have productive meetings
 - make sustainable decisions
 - self-manage interpersonal problems
 - address team conflict
 - use existing skills to “do the job.”
- Recognition at all levels that developing teams is a process, not an event.

SDWT - Change in paradigm



Working Group

Strong, clearly focused leader.

Individual accountability

The team's purpose is the same as the broader organization mission.

Individual work-products

Runs efficient meetings

Measures its effectiveness indirectly by its influence on others (e.g.. financial performance of the business)

Discusses, decides, and delegates

Team

Shared leadership roles.

Individual and mutual accountability

Specific team purpose that the team itself delivers.

Collective work-products

Encourages open-ended discussion and active problem-solving meetings

Measures performance directly by assessing collective work-products.

Discusses, decides, and does the real work together

Teams in CIC-2 Today



- Mike and I looked back at the last year and decided that we moved the “pendulum” to far. We have decided to add some additional structure to the group.
- Our focus is still on the journey to SDWT. Consider this a course correction.

Roles and Responsibilities: Management



- Initiate definition of Group mission and goals
- Market and promote Group vision to others.
- Initiate/Approve new initiatives
- Responsible for integration of Group with Division
- Responsible for Group Product and Budget
- Responsible for Personnel Actions
- Enforcer of LANL Policy
- Final authority for Customer satisfaction.

Roles & Responsibility: Work Team Leader



- Maintains Group perspective
- Provides a focus and coordinates team activities
- Monitors progress and initiate team action to accomplish team objectives
- Negotiate for resources to ensure the team can meet it's deliverable
- Responsible/Authorized to hold personnel on team accountable for team deliverable.
- Help deliver team product (see Team Member R&R)

Roles and Responsibilities: Team Member



- Develop and maintain in-depth knowledge in area of expertise relevant to the teams objectives.
- Develop and maintain working knowledge in ALL areas of expertise relevant to the teams objectives.
- Develop and maintain knowledge of group mission and goals.
- Actively participate in continuous improvement of team and group processes
- Delight the customer
- Share responsibility for team performance
- Be accountable for your actions and behavior
- Work with team to resolve training and scheduling issues

Roles & Responsibilities: Home Team Leaders



- Conduct weekly training meetings
 - arrange topics and speakers
- Participate with Standards Team where platform experts are required
- Coach/Mentor team members
- Establish a Lab-wide user group and lead if necessary
- Coordinate and participate on interviewing team.

Team Training Plans



- “Creating Team Mastery” - A facilitated session of team building from the inside out for intact teams.
- “Launching and Refueling Teams” - Essential team skills development and enhancement.
- “Reaching Consensus” - Problem solving and decision making skills development.
- Recommended leader courses provided by HR-T&D to give our team leaders tools to use in the areas of communication, organization, and human relationship.